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TRANSMITTAL SLIP		DATE 5 MAR 1971
TO: Director of Medical Services		
ROOM NO. 1D4060	BUILDING Hqs	
REMARKS: <p>This seems worth having in mind when we get together again on the youth matter. Though addressed here to Missions, the philosophy is equally applicable in a Headquarters milieu.</p> <div style="text-align: center;">  John W. Coffey </div> <p>Att Cy of Dept of State Management Reform Bulletin #9, dtd 23 Feb 71</p>		
FROM: Deputy Director for Support		
ROOM NO. 7D18	BUILDING Hqs	EXTENSION

FORM NO. 241
1 FEB 55

REPLACES FORM 36-8
WHICH MAY BE USED.

(47)

ADD/S:RSW/ms (4 Mar 71)

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MANAGEMENT REFORM BULLETIN



No. 9

February 23, 1971

OPENNESS AT MISSIONS AND CREATIVE DISSENT

The Task Forces frequently stressed the importance of encouraging open and creative thinking within missions. Task Forces VII and IX specifically recommended that the regulations establish the general principle that officers who cannot concur in a report or recommendation submitted by the mission are free to submit a dissenting report.

Section 243 of the newly revised 11 FAM affirms this right as it applies to political reporting. Since we are committed to a general policy of openness within the missions, this vital precept of free dissent must apply to all other types of reporting as well.

The Department is therefore adding section 101, Policy of Openness in Post Management, to 2 FAM 100, establishing the following general policy:

"101 Policy of Openness in Post Management

"As a matter of general policy, the Chief of Mission, the Deputy Chief of Mission, and the Principal Officer of a consular post shall encourage and support the free exchange of ideas and criticism throughout the mission. Staff members are encouraged to make known their ideas and opinions on operations, management, and all other activities of the post. Officers who may conclude, after carefully weighing all views, that they cannot concur in a report or recommendation are free to submit a dissenting statement without fear of pressure or penalty. Every effort, of course, should be made to resolve differences within the mission. The policy of openness is intended to encourage the candid debate which at times may be necessary to reach a consensus on issues within a mission without appeals to the Department."

DIplomacy for the 70s

MRB No. 9

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This provision implements the first of a series of Task Force recommendations on openness and creativity. While it is intended to contribute to openness by stimulating reasoned dissent, the provisions can be fully effective only in those missions where there is broad commitment to the principle of openness. Drawing on the suggestions of the missions themselves, we are now preparing specific guidelines aimed at fostering within missions a general spirit of openness wherein free communication and the exercise of the right of dissent are not merely tolerated, but actively encouraged.

Chiefs of Mission and Principal Officers should publicize these revisions among their staff members. This bulletin outlines the implementation of Action Program item No. 465.

STATINTL

Approved For Release 2003/05/27 : CIA-RDP84-00780R004000050016-8

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RSW -

Ref our youth forum
follow on & ventilating
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I'll send copies to Hugh,
John & Oz



3 MAR 1971

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